

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 3, 2015 /2016

**BOB2614 – ORGANISATIONAL BEHAVIOUR**  
(All Sections/Groups)

30 MAY 2016  
9:00 a.m. – 12:00 p.m.  
(3 Hours)

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### INSTRUCTIONS TO STUDENTS

1. This question paper consists of **3 pages**, excluding this cover page.
2. There are 4 essay questions. Answer ALL questions in the **answer booklet provided**. Each question is worth 25 marks.
3. The total marks for this exam is **100 marks**.

There are 4 essay questions. Answer ALL questions.

### Question 1

- a) The **open-systems perspective** of organisational effectiveness is one of the earliest and deeply entrenched ways of thinking about organization. With an aid of diagram, discuss an organization from an open system perspective.

(10 marks)

- b) The sales office of ABC company has an increasing problem that salespeople are arriving late at the office each morning. Some sales representatives go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The Vice President of Sales does not want to introduce time clocks, but this may be necessary if the lateness problem is not corrected.

Using the **MARS model of individual behavior**, explain the possible reasons why salespeople may be engaging in this "lateness" behavior.

(8 marks)

- c) Identify and explain the **FOUR (4)** areas of the **Johari Window** Model.

(7 marks)

(Total = 25 marks)

### Question 2

- a) Define emotional intelligence. Explain the **FOUR (4)** dimensions of emotional intelligence model.

(10 marks)

- b) Elaborate **FIVE (5)** core job characteristics.

(10 marks)

- c) Briefly explain **FIVE (5)** phases of Maslow's needs hierarchy theory.

(5 marks)

(Total = 25 marks)

**Continued...**

**Question 3**

- a) You have recently been appointed as head of the nine-person accounting department in a large oil company. The accounting offices are located on the 6th and 3rd floors of head office. The three accounting employees on the 3rd floor use extra office space in the purchasing department. Two accounting employees were hired a few months before you took over the unit; one was offered a job at the time she submitted her application form (i.e. hired without an interview or careful review). The employees possess the skills and resources (e.g. new computer systems) to perform effectively if they work together as a team. However, you sense that this department lacks the necessary esprit de corps that would help it achieve the highest performance.

Describe **ANY FOUR (4)** distinct strategies you would use to build the accounting department into a more cohesive unit and explain how these strategies would increase **cohesiveness**.

(10 marks)

- b) A resort in Maldives employs people from at least eight countries with significantly different cultures. The resort's new manager is concerned that communication problems might exist among these employees, but she doesn't know what problems would occur.

Identify and explain **THREE (3) communication barriers** that might occur due to cultural differences among employees.

(9 marks)

- c) Briefly describe the strategies of **expert power** that cope with uncertainty in organisations.

(6 marks)

(Total = 25 marks)

**Continued...**

**Question 4**

- a) Briefly describe the various interpersonal **conflict handling styles**.

(10 marks)

- b) Briefly explain the concept of **leadership substitutes**.

(5 marks)

- c) An entrepreneur employs 20 people, whom he supervises personally. However, within a few years the company will likely employ over 200 people in production, sales, engineering and administration due to the growing success of the company's new products. The entrepreneur likes the current structure and wants to avoid other forms of departmentalisation.

Explain why the entrepreneur should consider other forms of **departmentalisation** as the company grows larger.

(10 marks)

(Total = 25 marks)

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